Statement of Mandate 2015–2016

Public Service Commission

NOVA SCOTIA

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Message from the Minister and Commissioner

The Public Service Commission (PSC) is entering the 2015-2016 fiscal year with a new shared services model, which will help fulfil our mandate of ensuring government has the human resources required to create and deliver high-quality programs and services to citizens.

Improving our internal processes and services to our clients will also be a focus for the PSC in 2015-2016. We will support continuous lean process improvement by aligning with the service delivery model and using technology to provide more options for self-service and access to human resource information.

In 2015-2016, the PSC will continue to support government's priorities by fostering an environment for an engaged workforce and by delivering superior human resource related programs and services to government departments.

Our main area of focus will be the implementation of three key strategies – employee engagement, diversity and inclusion, and youth in the public service. These strategies align with government's ongoing priorities and support the work of our client departments.

Another important area for us will be collective bargaining with the objective of reaching settlements that address any concerns and issues in a fiscally responsible way. The PSC will work closely with client departments and will strive to maintain positive labour relations in an increasingly challenging environment.

All of these key initiatives are responsive to the needs of our clients and will assist departments in recruiting, developing and retaining an engaged, productive, and diverse public service.

We are confident in the Commission's ability to deliver on the plan outlined in this Statement of Mandate for 2015-2016. We also want to take this opportunity to recognize and thank PSC employees and all public servants who provide high-quality programs and services to Nova Scotia families, communities and businesses every day.

Original signed by

The Honourable Labi Kousoulis
Minister, Public Service Commission

Original signed by

Laura Lee Langley
Commissioner, Public Service Commission

Mandate

To ensure that the Nova Scotia government has the human resources required to create and deliver high-quality programs and services to citizens.

Vision

Inspired, client-focused professionals delivering innovative human resource programs to advance employee engagement and the work of the Nova Scotia public service.

Mission

To deliver solutions that create and sustain an engaged workforce.

The PSC's Strategic Outcomes and Objectives

As an internal service provider to government departments and agencies, the role of the PSC is to ensure that the Nova Scotia Government has the human resources required to create and deliver excellent programs and services to citizens. The following strategic outcomes and objectives have been developed and adopted to help the department achieve its mandate and align with our internal strategic planning processes.

Outcome #1: An engaged, productive workforce to support government's priority goals

Examples of how the PSC will make progress in obtaining this outcome in 2015-2016 include the following:

Implement the PSC's *Pride in the Public Service* corporate employee engagement and *Raising the Bar* diversity and inclusion strategies

An engaged, productive workforce is one where employees feel connected to and involved in their jobs and organization. It has been shown that having engaged workforces result in higher levels of employee satisfaction and commitment, as well as better client service experiences for citizens. Engaged workers lead to higher productivity, reduced absenteeism, and higher levels of innovation. In order to help create and sustain engaged workforces now and into the future, the Public Service Commission led the development of two major strategies during 2014-2015: the *Pride in the Public Service* corporate employee engagement strategy and the *Raising the* Bar diversity and inclusion strategy.

The corporate employee engagement strategy is built on four key pillars – better internal communication, better opportunities, better well-being, and better job supports. Each of these contain specific goals and strategic actions to support improvements for all employees.

The objectives of the diversity and inclusion strategy include: demonstrate our accountability to diversity and inclusion; increase the diversity of the public service; ensure an inclusive work environment for employees; and be a culturally competent workforce.

In 2015-2016, the PSC will work with and enable the active participation of government departments to incorporate the priority areas identified for this fiscal year into their engagement and diversity efforts.

Further enhance and create employee development programs and services that drive engagement

Employee development is a key driver of engagement. During 2014-2015, an updated Corporate Orientation program was launched and a new mentorship program, iNSpire, was implemented. In addition, a new career development website with tools and resources was launched to support all civil servants.

In 2015-2016, the PSC will continue to grow and enhance employee development programs through blended learning techniques that support talent and succession management and enhance our abilities to attract, retain and build the capacity of all employees. Various initiatives include a new manager orientation program (Manager QuickStart), enhanced leadership development programs, and a new coaching model.

Outcome #2: Improved client service delivery through accountability and engagement

Examples of how the PSC will make progress in obtaining this outcome in 2015-2016 include the following:

Support the implementation of the PSC's new absence management/short term illness (STI) program

The level of support and care offered to an employee before, during and after an absence has a direct impact on engagement and client service delivery. In 2014-2015, the PSC reviewed government's absence management processes and developed an integrated absence management model that incorporates all workplace health and disability programs, including prevention, wellness, attendance, early intervention, health and safety initiatives, claim management, recovery resources, and return to work.

In order to improve support for managers and employees and improve absence tracking, in 2015-2016, the PSC will implement, communicate and orient employees on the new absence management and STI program, while utilizing measurement systems to ensure that new processes are monitored and refined as necessary. Benefits of these improvements will include: consistency in absence management processes; enhanced capacity and service levels; greater support and assistance for ill or injured employees; reduced costs associated with absenteeism; and increased employee productivity and engagement.

Complete the implementation of the PSC's service delivery model

In 2014-2015, the PSC completed the implementation of our organization's restructuring, including the further implementation of process improvement recommendations. The philosophy behind the new model is One PSC, which means no wrong door for service for our departmental clients and civil service employees. The service delivery model, which will be implemented in 2015-2016, will provide numerous points of entry for service – including self-serve, on-line and in-person supports – to maximize PSC resources as part of a shared service rationale. This moves the PSC from an organization with a corporate office and discrete service delivery units, to one body with resources that can service clients from across the organization. The model will result in a more efficient and consistent service across the civil service.

Review corporate HR policies to ensure they reflect our current and future work environments

To keep pace with an ever-changing environment, it is important to ensure policies and supporting procedures are current and maintained on a regular basis. In 2015-2016, the PSC will continue work to review all existing corporate HR policies located in the Management Manual 500, conduct a gap assessment with input from staff and clients, and develop a plan to ensure corporate HR polices are current and relevant. The result of this work will be vital as the PSC moves forward in key strategic areas, refines existing policy, and develops new ones, all of which reflect our new service delivery model.

Give employees online access to all the human resource information they need by furthering MyHR

Implemented in 2014-2015, MyHR is an online initiative that aims to increase the effectiveness and efficiency of human resource service delivery across government. The goal of MyHR is to provide a single point of contact for employees and managers to obtain quick and consistent answers to routine human resource questions and issues, while ensuring responsive support is available when they need it. Benefits include employees being in more direct control of their employment experience and quickly resolving routine issues with the support of HR, while HR

staff will benefit from having increased resource flexibility allowing them to complete complex activities more efficiently and effectively.

During 2015-2016, the PSC will continue to build upon and expand MyHR by increasing online content and allowing all employees access.

By focusing on key areas aligned with the PSC's outcomes and objectives, we are able to streamline initiatives, improve productivity, strengthen how we deliver essential programs and services, and operate in the most sustainable and effective ways possible. This will enable us to meet the needs of our clients and stakeholders with more timely responses; consistent, efficient transactional services; and effective consultative and advisory solutions in safe respectful work environments. Ultimately, by attaining these objectives, we will succeed in achieving our stated outcomes of ensuring an engaged productive workforce to support government's priorities and improving service delivery through accountability and engagement.

Supporting Nova Scotia Government's Priorities

Our government's four priority areas are: fiscal sustainability; the economy; demographics and people; and education and skills training. The PSC supports these priority areas by developing our departmental priorities with the objective of creating the environment for an engaged workforce and by delivering superior human resource related programs and services that support departments in achieving success in the four priority areas.

These programs and services are responsive to the needs of our clients and assist departments in recruiting, developing and retaining an engaged, productive public service.

Key examples of where our strategic actions are supporting government's priority areas include:

- (Fiscal) Collective Bargaining – where the objective is to reach negotiated settlements within the financial mandate provided by government.
- (Fiscal) Enabling continuous lean process improvement – with the objective to better utilize our resources and create more efficient processes that will reduce costs and improve customer service satisfaction.
- (Demographic) Enhancing our culture of an engaged, safe, supportive, and diverse public service – this will help ensure we have a welcoming workplace for youth, migrants, new Canadians, and under-employed or disadvantaged groups, while also encouraging innovation and growth to improve service delivery to Nova Scotians.

Budget Context

Public Service Commission			
	2014-2015 Estimate	2014-2015 Forecast	2015-2016 Estimate
Program & Service Area	**($thousands)**	**($thousands)**	**($thousands)**
Gross Departmental Expenses:			
Client Service Delivery	10,320.0	9,764.0	9,342
Employee Relations	875.0	1,230.0	1,259
Office of the Commissioner	470.0	460.0	492
Public Service Renewal Office	1,186.0	1,449.0	2,983
Strategy & System Performance	5,339.0	4,740.0	4,915
Total Gross Departmental Expenses	**18,190.0**	**17,643.0**	**18,991**
Additional Information:			
Fees and Other Charges			
Ordinary Recoveries	**(76.0)**	**(148.6)**	**(19.0)**
TCA Purchase Requirements			
Provincial Funded Staff (FTEs)	**198.2**	**183.2**	**189.4**

Performance Measures

To ensure that the Nova Scotia Government has the human resources required to create and deliver high-quality programs and services to citizens.

OUTCOME (immediate or intermediate)	MEASURE / RATIONALE	DATA Base Year	TARGET (2015-2016)	TRENDS (Inter-jurisdictional average)[1]	Strategic Actions to achieve target[2]
Engaged, productive workforce to support government's priority goals	Level of Employee Engagement ("How's Work Going?" Biennial Employee Survey) *Computed as an average percentage of favourable responses to 6 questions related to:* • *Organizational Satisfaction* • *Organizational Commitment*	67% (Employee Survey 2006, Corporate)	***Corporate:*** Increase 2013 results by 5% ***Ultimate Target (2017-2018):*** Score above jurisdictional average by 5%	***Corporate:*** 2007 – 72% (63%) 2009 – 74% (67%) 2011 – 62% (66%) 2013 – 60% (66%) 2015 – TBD	***Corporate-focused Strategic Actions:*** • Engage in negotiations with the NSGEU (Nova Scotia Government and General Employees Union), CUPE (Canadian Union of Public Employees), and NS Crown Attorney Association as employment agreement/collective agreements expired during the previous fiscal year (2014-2015). • In support of the recommendations identified in the *Pride in the Public Service* corporate employee engagement strategy, the PSC will work with government departments to incorporate the priority areas identified for 2015-2016 into their engagement activities and to guide, enhance and support their engagement activities. These priority areas include promoting and evaluating the PSC's mentoring pilot program, re-launching iConnect, and support initiatives that reduce risk and promote well-being related to psychological health and safety. • In support of the *Raising the Bar* corporate diversity and inclusion strategy, the PSC will work with departments to implement the strategy's priority recommendations for 2015-2016, which include, improving utilization of the "Count Yourself In" survey,
		83% (Employee Survey 2007, PSC)	***PSC:*** Increase 2013 results by 10% ***Ultimate Target (2017-2018):*** Score above corporate results by 5%	***PSC (Department):*** 2007 – 83% 2009 – 81% 2011 – 60% 2013 – 52% 2015 – TBD	

[1] *The percentages in brackets represent the Canadian Inter-jurisdictional averages (Source: Employee Engagement Inter-jurisdictional Team).*

[2] *A distinction has been made between corporate focused strategic actions that will impact corporate targets and those strategic actions that will impact internal to the PSC targets.*

OUTCOME (immediate or intermediate)	MEASURE / RATIONALE	DATA Base Year	TARGET (2015-2016)	TRENDS (Inter-jurisdictional average)[1]	Strategic Actions to achieve target[2]
Engaged, productive workforce to support government's priority goals	Talent Capacity Index ("How's Work Going?" Biennial Employee Survey) *Average based on agreement scores for questions relating to:* • *Opportunities for Career Growth & Advancement* • *Learning & Development Opportunities*	52% (Employee Survey 2011, Corporate)	***Corporate:*** Increase 2013 results by 5% ***Ultimate Target (2017-2018):*** Score above jurisdictional average by 5%	***Corporate***: 2009 – 64% (57%) 2011 – 58% (56%) 2013 – 48% (56%) 2015 – TBD	and enhancing diversity and inclusion learning and development offerings. • The PSC will create employee development programs that enhance leadership development, talent and succession management, and our ability to retain, attract and build the capacity of employees by using blended learning approaches as appropriate. Examples include a new manager orientation program (Manager QuickStart) and a new coaching model. ***Departmental PSC-focused Strategic Actions:*** • Interpret and assess the PSC's 2015 "How's Work Going?" employee survey results and set priorities for our department based on the key identified areas for action in 2015-2016.
		58% (Employee Survey 2011, PSC)	***PSC:*** Increase 2013 results to be within an area of strength range[3] ***Ultimate Target (2017-2018):*** Score above corporate average by 5%	***PSC (Department)***: 2011 – 58% 2013 – 40% 2015 – TBD	
	Workplace Culture Initiatives Index ("How's Work Going?" Biennial Employee Survey) *Average based on agreement scores for questions relating to:* • *Recognition* • *Respect* • *Employee Involvement & Innovation* • *Quality Work Life* • *Co-worker Relationships*	73%% (Employee Survey 2009, Corporate)	***Corporate:*** Maintain as an area of strength[3] ***Ultimate Target (2017-2018)*** Score above jurisdictional average by 5%	***Corporate***: 2009 – 73% 2011 – 24% 2013 – 62% 2015 – TBD	
		79% (Employee Survey 2009, PSC)	***PSC:*** Maintain as an area of strength[3] ***Ultimate Target (2017-2018):*** Score above corporate average by 5%	***PSC (Department)***: 2009 – 79% 2011 – 68% 2013 – 65% 2015 – TBD	

[3] *Agreement scores of 60-74% are categorized as areas of strength, those 75% or above are categorized as areas of clear strength as defined by the Employee Engagement Inter-jurisdictional Team.*

OUTCOME (immediate or intermediate)	MEASURE / RATIONALE	DATA Base Year	TARGET (2015-2016)	TRENDS (Inter-jurisdictional average)[1]	Strategic Actions to achieve target[2]
Improved service delivery through accountability and engagement	Percentage of program areas that scored 60% or above for client's satisfaction with the amount of time it took to get the service they required.	36% (Client Satisfaction Survey, 2011)	Increase results to 50% ***Ultimate Target (2017-2018):*** Increase results to be within area of strength range[4]	TBD	***Corporate-focused Strategic Actions:*** • Evaluate and assess the impact of our programs and services by developing and implementing the PSC client satisfaction framework and tools, including the client satisfaction survey, during 2015-2016. • Implement, communicate and orient employees on the new absence management program/short term illness (STI) support program, which includes Morneau Shepell as our STI support service provider. The new program will be monitored, evaluated, and adjusted to ensure we are meeting the performance standards as included in the service level agreement. • In support of improved client service delivery and engagement, continue to expand, communicate and market MyHR as an online service centre by increasing /maintaining online content and allowing all employees access throughout government. • In support of innovative HR practices, continue the review of corporate HR policies under Management Manual 500, which will include identifying issues and gaps, consulting with subject matter experts and clients, and developing a corporate HR policy plan for the next three years. • Develop and implement the Youth in the Public Service Strategy, including activities to raise awareness of public service career prospects and creating opportunities for young people to join and develop their careers in the Nova Scotia public service. • Support departments in interpreting their 2015 "How's Work Going?" employee survey results by providing enhanced reporting and advice/ideas to improve their engagement strategies.
	Percentage of program areas that scored 60% or above for clients who feel PSC employees are knowledgeable and competent.	71% (Client Satisfaction Survey, 2011)	Increase results to 75% ***Ultimate Target (2017-2018):*** To maintain results within an area of strength[4]	TBD	
	Average percentage of clients satisfied with the overall quality of service they received from the PSC.	54% (Client Satisfaction Survey, 2011)	Increase results to 60% ***Ultimate Target (2017-2018):*** Increase results to be within area of strength range[4]	TBD	

[4] *As measured on the PSC Client Satisfaction Survey, agreement scores of 60-74% are categorized as areas of strength, those 75% or above are categorized as areas of clear strength as determined by the Employee Engagement Inter-jurisdictional Team.*

OUTCOME (immediate or intermediate)	MEASURE / RATIONALE	DATA Base Year	TARGET (2015-2016)	TRENDS (Inter-jurisdictional average)[1]	Strategic Actions to achieve target[2]
					Departmental PSC-focused Strategic Actions: • In support of government's LEAN initiative and building on our new service delivery model, the PSC will continue implementing process improvement recommendations (e.g. recruitment and selection, records management, and data quality).